

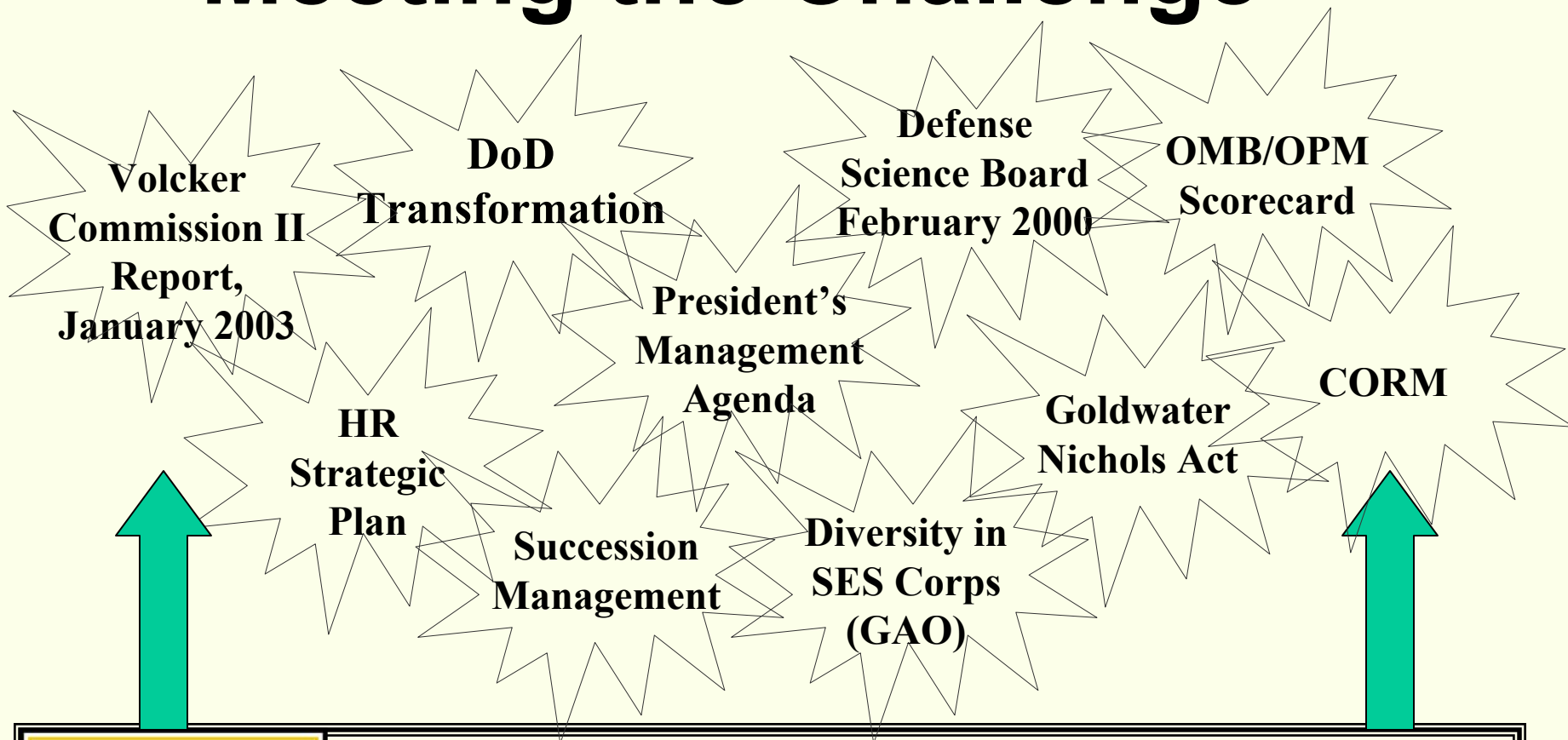


Defense Leadership and Management Program (DLAMP) Refocused

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Meeting the Challenge



DEFENSE
LEADERSHIP
★★★★★ AND ★★★★★
MANAGEMENT
PROGRAM

Develops highly capable senior civilian executives with a joint perspective on managing the Department's workforce and programs



DLAMP Background

- ◆ **May 1995 - Commission on Roles and Missions (CORM) of the Armed Forces recommended changes to DoD civilian personnel management:**
 - ◆ **Structured educational system**
 - ◆ **Attendance at senior service school**
 - ◆ **Increased breadth and depth of experience**
- ◆ **April 1997 - DLAMP established**
- ◆ **February 2000 – Defense Science Board Task Force on Human Resources Strategy confirmed CORM recommendations and called for expansion of DLAMP**
- ◆ **December 2001 – DLAMP refocused to more mission-oriented, streamlined, cost-effective program**



Goals and Objectives

Highly capable, diverse cadre of senior civilian executives with:

- ◆ **DoD-wide perspective**
- ◆ **Substantive knowledge of national security mission**
- ◆ **Shared understanding, trust, and sense of mission with military leaders**
- ◆ **Strong leadership and management skills**

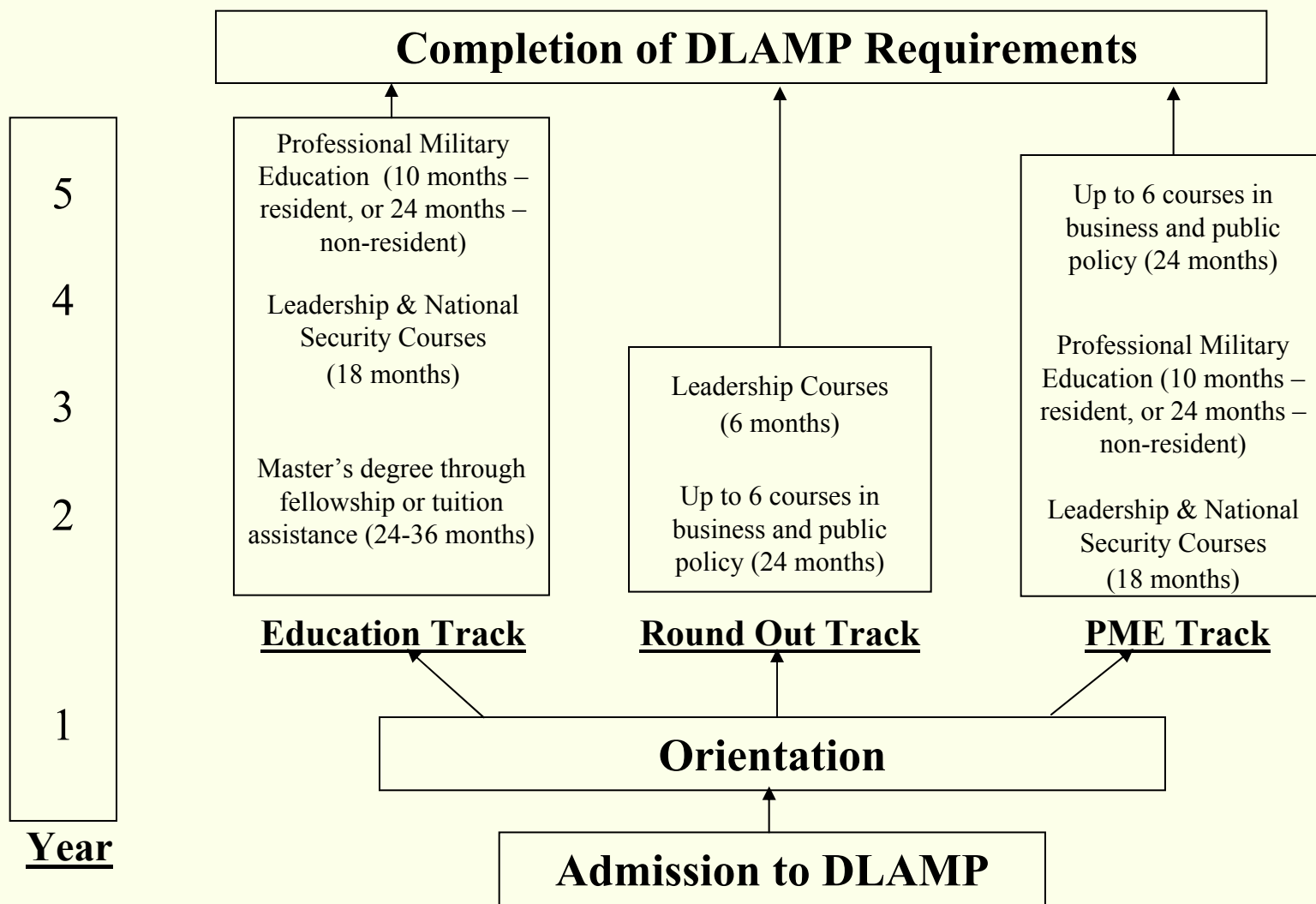


DLAMP - Refocused

- ◆ **Program requirements:**
 - ◆ **A master's degree**
 - ◆ **Graduate courses in business management and public policy areas (“round-out”)**
 - ◆ **Courses to mold national security awareness and executive core qualifications**
 - ◆ **Professional Military Education (senior level)**
- ◆ **Other elements:**
 - ◆ **Backfill**
 - ◆ **Rotational assignments – encouraged; not funded**









Progression Model





FY 2003 Program





Full transition to refocused program stalled by budget constraints (50% Congressional decrement)

-  **Fixed costs paid**
-  **Full slate of PME programs funded**
-  **Foundation courses in Leadership and National Security Studies cancelled**
-  **Graduate education reduced to minimum; no “Doc” Cooke Fellowships**
-  **Intake of new participants delayed**
-  **Backfills for students in long-term training unaffordable**



FY 2004 Program - Planned

**Adequate transitional funding anticipated,
with increase to full funding in FY 2005**

-  **Restore partial graduate education program**
-  **Provide Leadership and National Security foundation courses**
-  **Maintain PME, with incremental increase in non-resident participation**
-  **Implement SES Candidate Development Program (OPM approval required)**

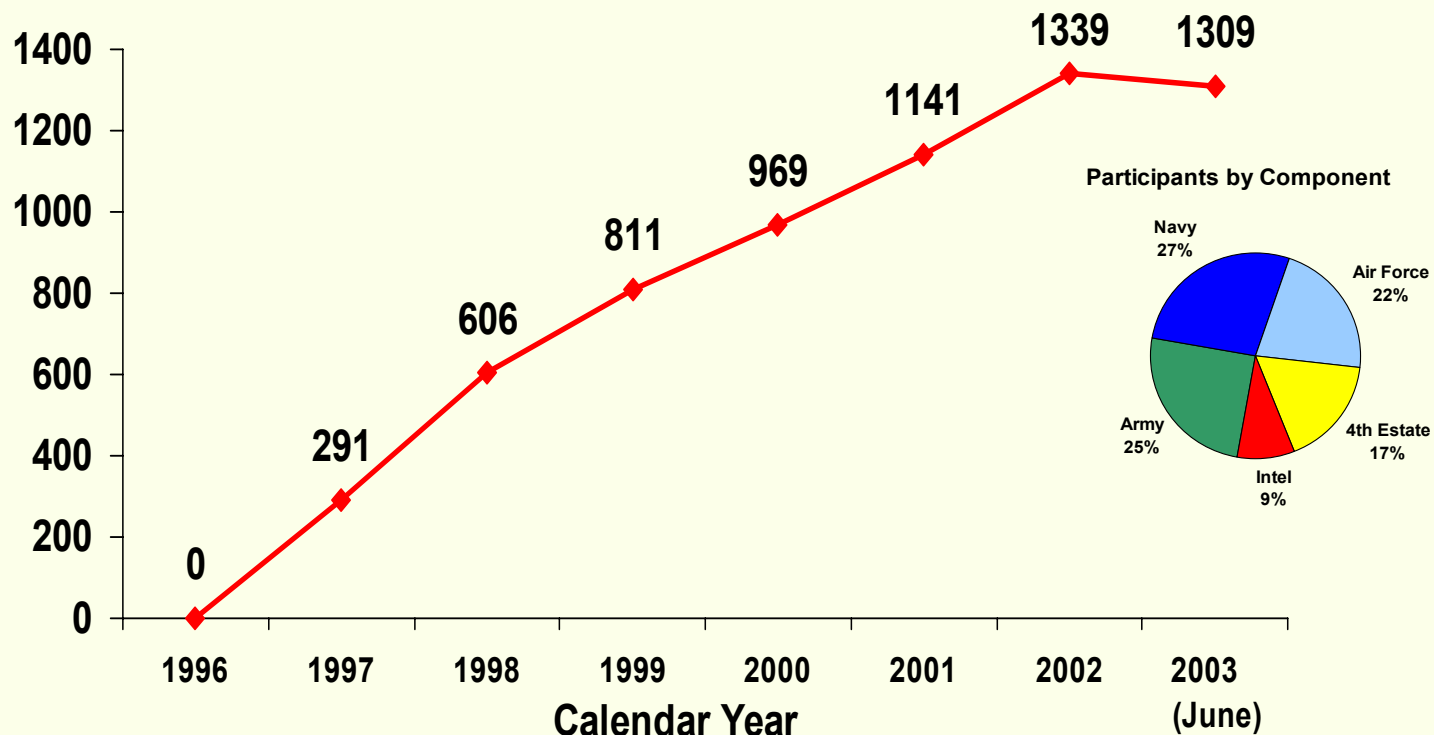


DLAMP Participants

- ◆ **Planned annual intake of up to 350 new participants**
- ◆ **Limited to permanent DoD employees at GS-13/14/15**
- ◆ **Nominated by Components; ratified by Council**
- ◆ **Assessed on Office of Personnel Management Executive Core Qualifications for Senior Executives**
 - ◆ **Leading Change**
 - ◆ **Leading People**
 - ◆ **Results Driven**
 - ◆ **Business Acumen**
 - ◆ **Building Coalitions/Communication**



Participation in DLAMP



Intake of the Class of 2003 has been delayed due to FY 2003 budget decrement.

Source: CPMS/DLAMP
Current through June 12, 2003



Participant Accomplishments

- ◆ 81% of DLAMP participants have one or more advanced degrees
- ◆ 797 DLAMP participants have completed or are currently attending a senior-level Professional Military Education program
- ◆ 33% of DLAMP participants have been promoted while in the program
- ◆ 86 DLAMP participants have been selected for SES positions
 - ◆ 35% women
 - ◆ 16% minority (FY01-present*)

**prior data unavailable*
Source: CPMS/DLAMP



DoD Succession Management

On board strength as of Oct. 2000

	Total	Minorities	Women
SES	1,144	70 (6.1%)	186 (16.3%)
GS 15	11,137	919 (8.3%)	1,607 (14.4%)
GS 14	19,348	2,302 (11.9%)	4,146 (21.4%)

Projected losses by October 2007

- SES – 658 (58%)
- GS 15 – 6,025 (54%)
- GS 14 – 7,644 (40%)

Projected strength - Oct. 2007 (current selection trends)

	Total	Minorities	Women
SES	1,145	70 (6.1%)	237 (20.7%)
GS 15	11,135	1,008 (9.1%)	1,947 (17.5%)
GS 14	19,348	2,410 (12.5%)	4,632 (23.9%)

Conclusion: Without intervention, representation of minorities and women in feeder group and SES corps will remain virtually unchanged.



DoD Succession Management

- ◆ **DLAMP is a key DoD program to increase diversity at senior levels.**
- ◆ **DLAMP participants are expected to remain with DoD and comprise a diverse and well-educated feeder group for DoD career SES positions.**
- ◆ **DLAMP participant demographics:**

Grade (1)	Total	Minorities (2)	Women
GS 15	506	57 (12.6%)	156 (30.8%)
GS 14	568	106 (20.9%)	218 (38.4%)
GS 13	235	58 (26.0%)	83 (35.3%)
Total DLAMP	1309	221 (18.7%)	457 (34.9%)

Source: DCPDS/DLAMP, June 2003

(1) Includes equivalent grades

(2) Intelligence community data unavailable; percentages based on a total of 1,182 participants.



Next Steps

- ◆ **Submit formal proposal for SES Candidate Development Program**
- ◆ **Solicit and admit new Class**
- ◆ **Revise DoDD 1430.16, guidelines and procedures**
- ◆ **Market refocused program**
- ◆ **Recognize participants who have completed program requirements**
- ◆ **Implement annual plan for 2004 and following years**



What You Can Do

- ◆ **Incorporate DLAMP into HR strategic plans and succession management strategies**
- ◆ **Support managers' efforts to:**
 - ◆ **Nominate the best and brightest with high leadership potential for future classes**
 - ◆ **Encourage active participation**
 - ◆ **Support and plan for utilization of participants**
 - ◆ **Serve as mentors to future leaders**
 - ◆ **Consider DLAMP graduates and participants when filling leadership positions**



Developing Tomorrow's Leaders

Quality People . . .

***The Bedrock of Our
National Security Strategy***

www.cpms.osd.mil/dlamp